

Exploration of Community Perceptions on Leadership and Administrative Governance in Yenanas Village, South Batanta District, Raja Ampat Regency

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ABSTRACT

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This research is motivated by the importance of leadership and village administrative governance in supporting community-based development in Yenanas Village, South Batanta District, Raja Ampat Regency, which, in its governance dynamics, faces limitations in apparatus capacity, low digital literacy, and lack of training. The purpose of this research is to explore the community's perception of leadership and administrative governance in Yenanas Village, South Batanta District, Raja Ampat Regency. The research method uses a qualitative approach with data collection techniques in the form of interviews and participatory observation. The research informants are the people of Yenanas village who are directly involved in government services and village development. Data analysis was conducted descriptively-interpretively, emphasizing the meaning contained in the community's experiences. The research results describe that the community views village leadership as the main factor in creating trust, transparency, and accountability in village governance. Therefore, the community's perception also emphasizes the importance of the leader's role in adjusting their leadership style according to the conditions and readiness present in the village. In this case, the leader must use a situational leadership style (Hersey & Blanchard). The Village Head is considered capable of adjusting their leadership style situationally, both instructive and participative, thereby increasing community involvement in development. However, there are challenges in the form of limited administrative capacity in terms of human resources and facilities. This research concludes that optimizing village leadership and administrative governance requires strengthening capacity, increasing transparency, and empowering the community to make village government more effective, modern, and sustainable.



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INTRODUCTION

Community-based development is one of the strategic approaches in realizing social welfare and improving the quality of life at the local level. In the context of Development, Leadership and administration are two fundamental aspects that serve as the main foundation for the creation of directed public services. Effective leadership can drive the community toward positive change, while well-organized administration becomes the basis for the creation of transparent, accountable, and sustainable public services. In the context of Indonesia, villages, or *kampung*s, play an important role as the front line of government directly interacting with the community. The development of a region, especially a village, and the optimization of these two aspects are also key to improving community welfare, strengthening village government capacity, and enhancing village development. Therefore, the quality of leadership and administration at the village level is crucial for the overall success of regional development. Raja Ampat Regency, located in the Southwest Papua Province, is widely known as an area with extraordinary natural and cultural wealth, especially through its beautiful seas and biodiversity, making it a world-class tourist destination. The South Batanta District, as part of the Raja Ampat Regency, has villages with significant natural and human potential.

However, challenges in village governance are still evident, particularly regarding the competency capacity of the apparatus, which has a low ability to adapt to modern governance demands, an unoptimized administrative system, and leadership that has not yet fully mobilized community participation. Yenanas village is one of the villages in the South Batanta District that faces similar issues in leadership and administration, which still hinder the realization of sustainable development. Therefore, it is necessary to optimize leadership and administration strategies so that public services become more effective and efficient. The local potential, in terms of natural resources, human resources, and culture, has not been fully managed due to limitations in leadership and administration. The village apparatus still needs capacity building, the administrative system needs to be well-organized, and village leadership must be strengthened to become the driving force of community-based development. Optimizing leadership and administration in Yenanas village is a strategic step to improve the quality of public services, enhance community participation in planning and implementing development, and ensure that village governance aligns with community needs.

This research has extensively studied various sectors, but it has yet to specifically explore the perceptions of village communities in island regions. Most studies focus more on the policy aspects of implementing village development programs in general, and the dimension of community perception in island areas has not been extensively examined, particularly how they assess leadership and the administrative system in daily life. In this context, the community's voice serves as the main indicator of village governance. The effectiveness of village leadership and administration does not only depend on the formal government structure but also on the perceptions, experiences, and involvement of the community in the decision-making process. The community's perception of the village leader and the administrative system is an important indicator that reflects the extent to which village governance operates in accordance with the principles of good governance.

The administrative system of *Kampung Yenanas* has not been optimally organized, resulting in ineffective public services with many administrative processes still being carried out manually, causing delays and a lack of transparency, where the community often struggles to understand administrative procedures and village policies. In the modern era marked by the development of digital technology, where the level of digital literacy among the people of *Kampung Yenanas* is still low, the utilization of information technology in public services is not

yet optimal, and the limited digital knowledge makes it difficult for the community to access policy information and development programs quickly and accurately. Leadership and administrative governance are required to adapt innovatively. Digital transformation is not just a global trend but an urgent need to improve the quality of public services at the local level. The capacity for innovation in digital village leadership becomes a key factor in building governance that is responsive to the needs of the community.

Innovation-oriented leadership not only drives administrative efficiency but also strengthens transparency and citizen participation in the decision-making process. This shows that village leadership that is adaptive to technological developments is capable of improving the quality of public services at the local level. (Case & Biangloe, 2024). Kampung Yenanas, located in the South Batanta District of Raja Ampat Regency, has an island geographical condition with limited transportation access, causing frequent disruptions in community mobility and government services. Basic infrastructure such as roads, public facilities, and communication networks are still minimal, which affects the effectiveness of leadership and administration at the village level. Therefore, strengthening village government governance through the optimization of leadership and administration has become an urgent need so that development can proceed effectively, inclusively, and sustainably. A concrete example where village leadership and the administrative system play a strategic role in supporting community-based development, with the community's perception in this village indicating that the challenges of leadership and administrative governance are relevant to study due to existing limitations, which become significant obstacles. Therefore, this research focuses on exploring the community's perception of village leadership and administrative governance in Yenanas village. This study aims to understand how the community assesses the role of village leadership and the extent to which the village administrative system supports effective, modern, and sustainable community-based development.

METHOD

This type of research uses a qualitative approach with an interpretative descriptive method, aiming to deeply understand the community's perception of leadership and village administration governance. The qualitative approach was chosen because it can explore the meaning, experiences, and subjective views of the community. The research informants consisted of 10 people, including village officials, community leaders, and residents. The criteria for informants are residents of Kampung Yenanas who are permanent residents of the village, have been directly involved in government services or village activities, and have experience or views on village leadership and administration. The research location is in Kampung Yenanas, South Batanta District, Raja Ampat Regency. This research was conducted over 3 days from December 8, 2025, to December 10, 2025. The data collection techniques include in-depth interviews and participatory observation; this research explores the perceptions, experiences, and views of the community, with the researcher actively participating in village agendas to directly watch interactions related to leadership and administration. Next, the data validity technique employs source triangulation, which involves comparing information from various informants and using triangulation techniques to test data consistency through interviews and observations.

RESULTS AND DISCUSSION

Public Perception of Leadership and Administration

Leadership and administrative governance at the village level are fundamental aspects in realizing community-based development. As the frontline of the government, villages interact directly with the community, making the quality of village head leadership and the effectiveness

of the administrative system crucial in fostering trust, transparency, and accountability. (Risdiyanti et al., 2024) In the context of Yenanas village, South Batanta District, Raja Ampat Regency, the dynamics of leadership and administration are influenced not only by the capacity of the apparatus but also by the perceptions, experiences, and participation of the community, who are the direct recipients of government services. An informant views "the leadership of the village head as the main factor in creating community trust, where we believe the village head can bring about change but must be more open in discussions and village agendas so that all residents feel involved. The community believes that the village head's leadership can adapt to diverse social conditions; specifically, in the context of physical development, the community observes a more instructive and assertive leadership style, while in village activities, the leadership style adjusts to encourage participation. This perspective is in line with situational theory, which emphasizes that the effectiveness of leadership depends on the leader's ability to adjust their style to the readiness and needs of the community. (Ibrahim & Islianti, 2025)

Community Participation in Leadership and Administration Community participation appears to be quite active in village agendas with support for village development programs and village administration. An informant "feels involved in decision-making, especially when the leader uses a participatory approach that fosters a spirit of togetherness, which is implemented in community participation not only in the form of attendance at forums but also through contributions of labor, ideas, and moral support for village programs." The participatory leadership of the village head has proven to enhance community involvement in village development. The village head acts as a facilitator who opens a dialog space through village deliberations, allowing residents to feel they have the opportunity to express their aspirations and participate in the implementation of development programs. The village head not only plays the role of a decision-maker but also as a facilitator who opens a dialog space through village deliberations. An open and communicative leadership style allows the community to feel they have the opportunity to express their aspirations, oversee the use of village funds, and participate in both physical and social development activities. (Malaka et al., 2025).

This approach is not only theoretically relevant but also practically proven to enhance innovation, motivation for change, and community participation progress. Thus, participatory leadership can serve as a strong conceptual framework for developing leadership strategies in various sectors. However, the participation of the Yenanas Village community still faces challenges, such as limited access to information and a lack of understanding of administrative procedures and government policies among some community members. Nevertheless, participatory leadership must be able to minimize these obstacles for the advancement of Yenanas Village in community-based development and will be effective if the community remains actively involved in the planning, implementation, and evaluation of village programs. The community's cooperation, leadership quality, and village administration will determine sustainable development success. An informant stated, "We participate and attend meetings; in village activities, we provide ideas and help with manpower, but occasionally the information system for administrative needs is unclear." "Community participation is actively involved in the village; however, there are still limitations in accessing information." This aligns with the concept of effective governance, which emphasizes transparency, accountability, participation, and responsiveness.

Administrative Capacity Challenges Village officials face capacity limitations, both in terms of human resources who have not yet fully adapted to technology. The digital literacy of administration is still minimal, training for officials is scarce, and supporting facilities are lacking. An official expressed, "we rarely receive training, and there is almost none at all, especially regarding technology." "Administration is still manual, so it is often slow." This condition

indicates a gap between the demands of modern governance and the actual capabilities of village officials, highlighting the importance of enhancing technical skills, utilizing technology, and fostering an adaptive organizational culture. Without capacity building, modern governance is difficult to achieve because, according to the theory of Capacity Building, it not only focuses on improving technical skills but also on integrating with digital transformation and sustainable development. For example, Adeningsih (2024) shows that strengthening the capacity of village apparatus through management training, the use of information technology, and the development of cooperation networks can improve the performance of BUMDes and the welfare of the village community. Similarly, Kurniawan et al. (2024) emphasize the importance of continuous training and an adaptive organizational culture so that officials can face the complexities of modern governance.

An official expressed, "We received assistance in the form of laptops, but we never used them because there was no training for us." The existing findings imply that a policy strategy is needed to improve the quality of human resources in village apparatuses through continuous training, effective administrative practices, and enhanced public communication mechanisms. The lack of digital literacy among officials and the community, which results in low-quality public services because the technology-based administrative system is not yet optimal despite planned efforts, is a pressing need for adaptation to the digital world. This strategy is to prevent potential negative perceptions of leadership in the community. Therefore, innovation in village administrative management must keep pace with the dynamics of government modernization, with the enhancement of human resource capacity, provision of technological facilities, and digital literacy training being the top priorities that must be executed. A community leader stated, "We want village services to be faster and more transparent; if the staff are trained, village administration can definitely improve."

Table 1. Public Perception of Leadership and Administration

SUBTOPIC	FIELD FINDINGS	DISCUSSION THEORY	OF CONTRIBUTION
SITUATIONAL LEADERSHIP	"The village head should be more open in village activities."	The situational leadership theory with a leadership style must adapt to the conditions of society.	Providing an adaptive framework thru socialization for village heads, village apparatus, and the community about optimizing village leadership and administration.
COMMUNITY PARTICIPATION	"We participated and provided ideas, but the administrative	Good governance, namely participation, needs to be supported by transparency and accountability.	Strengthening the principles of good governance by emphasizing transparency, accountability,

	information system is unclear."		and responsiveness.
CAPACITY OF APPARATUS	"We rarely receive training, the administration is still manual."	Capacity building means continuous training and the utilization of digital technology.	Becoming one of the policy foundations to strengthen inclusive and responsive public services and encourage digital transformation at the village level.
COMMUNITY EXPECTATIONS	"We want village services to be faster and more transparent."	Good governance and participation mean that public services must be responsive and inclusive.	Providing practical recommendations to realize effective, modern, and sustainable village governance.

CONCLUSION

This research seeks to investigate the community's perception of leadership and administrative governance in Kampung Yenanas, with findings indicating that village leadership is viewed as a key factor in building trust, transparency, and accountability. The village head is considered capable of adjusting their leadership style situationally (instructive or participative), thereby increasing community involvement in development. However, the limited capacity of the apparatus, low digital literacy, and minimal training remain major obstacles. Therefore, the research objectives were achieved, as the community views village leadership and administration as strategic elements determining the effectiveness of community-based development. The implications for Kampung Yenanas are that open and participatory leadership will increase residents' trust and strengthen the accountability of the village government. The community can be more active in the planning, implementation, and evaluation of development, creating a sense of ownership of village programs. Public services will also be faster, more efficient, and more modern, while reducing the negative perception of the apparatus. Expanding access to policy information, increasing transparency in the use of village funds, strengthening public accountability, facilitating community mobility, and improving the effectiveness of government services in the island region with limited access.

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